

Mayor Anne McEnerny-Ogle convened a retreat of the Vancouver City Council at the 8:34 a.m. on Friday, March 1, 2019, at the Firstenburg Community Center, 700 NE 136<sup>th</sup> Ave, Vancouver, Washington.

Council present:

- Mayor McEnerny-Ogle,
- Councilmember Bart Hansen
- Councilmember Bill Turlay
- Councilmember Ty Stober
- Councilmember Linda Glover,
- Councilmember Laurie Lebowsky
- Councilmember Erik Paulsen

Staff & presenters present:

- Eric Holmes, City Manager
- Lenda Crawford, Deputy City Manager
- Natasha Ramras, Chief Financial Officer
- Brian Carlson, Public Works Director
- Chad Eiken, Community & Economic Development Director
- Jeanette (Jan) Bader, Program & Policy Development Manager
- Carol Bua, Communications Director
- Amanda Delapena, Assistant to the City Council
- Jill Brown, Assistant to the Mayor and City Manager
- Lauren Fencil, intern
- Scott Bailey, Regional Economist, Washington State Employment Security Department

## **8:30-8:45 a.m.      Welcome/Objectives for the Day**

Mayor McEnerny-Ogle welcomed Council, staff and members of the public present.

City Manager Eric Holmes oriented Council to the agenda, materials provided to them in advance, and the objectives for the day.

### **Objectives for the Day**

- Establish shared understanding of **economic outlook**
- Establish shared understanding of the overall environment and identify initial direction(s) on **current and near-term initiatives and options**, including:

- Key Subarea strategies
- Key Program strategies
- Major policy initiatives
- Governance options
- Review preliminaries for Denver City to City exchange
- Introduce **Stronger Vancouver** recommendation and preview:
  - Recommended adoption timing & approach
  - Timing

## 9:45-10:00 a.m.      **Setting the Stage: Economic Update Briefing**

Presentation by Scott Bailey, Regional Economist

Scott Bailey presented to Council a snapshot of trends and data for the Clark County and Vancouver economy and an outlook for 2019.

### **Key Discussion Points**

- Clark County labor market and unemployment rates, including a comparison with state, regional, and national data. Discussion about employment and job growth composition and trends since the beginning of the recession. Wage trends and the occupational outlook for the next several years.
- Poverty rates holding mostly steady, even with an increase in median household income due to a widening income distribution between the lowest income earners and highest income earners. The percentage of cost-burdened renters, those renters paying 30 percent or more of their income on housing, is increasing in Clark County.
- Construction activity as a whole, with focus on housing permits and inventory over time for Clark County. Construction activity continues to recover strongly, especially with construction of multi-family developments. Discussion regarding the forecast for the housing market and the impact of Portland housing construction the Vancouver market.
- Taxable sales in Clark County broken down by industry over time.
- Discussion regarding available revenue tools that could be a part of A Stronger Vancouver package are limited, and Washington is one of the most regressive states in regards to taxing options that place a higher burden on lower income households.
- Mr. Bailey provided his observations about the local economy, which he indicated remains in good shape. He speculated about a potential economic slowdown toward the end of the third quarter 2019. He noted that the City's Waterfront development, Vigor Industrial is moving some of its Seattle and Oregon operations to

Vancouver, as well as the ilani Casino in Clark County, will help with continued job growth in the region. He noted that affordable housing remains a big challenge for Vancouver and the surrounding region.

10:15 a.m.-12:05 p.m.

## Key Subarea Strategies

Presentation by City Manager Eric Holmes

The City Manager oriented Council to a conceptual project ecosystem of the City's key subareas that require Council direction, ongoing or in the near future, on key strategic questions. Three key subareas will be the focus of projects and initiatives in 2019 that will shape the community. Mr. Holmes provided context for a number of issues pertaining to each area and presented key questions for the Council's consideration. He noted that Council need not necessarily come to a consensus or decision on each question at this retreat.

### **DOWNTOWN**

- **Parking**

A key ingredient in every project and the overall health and functioning of downtown is parking and transportation. Vancouver has been cultivating a healthier parking ecosystem with refinements to the on- and off-street system. A more comprehensive strategy to meet near and long term parking and transportation demands needs to be fully developed, finalized and integrated into the VCCV implementation approach.

**Key Question:** *Given the costs associated with building and maintaining off-street parking garages, as well as the occupancy trends and the current authorized permit rates, **should the City build additional off-street parking?***

### **Key Discussion Points**

- Pressure from developers and businesses and a sense that the City is holding up economic development because of parking challenges downtown.
- Competing schools of thought in the community – the City should stay out of the parking business altogether and let the market adjust with the challenge, or the City needs to build more structures in order to give the market a boost, which will lead to solutions.
- Discussion about the City's ability to satiate the parking need if it builds more parking. Eventually the pressures will build again with continued growth, and the City will be asked to come in and build more later down the road. The City's roles should rather be in finding mobility solutions and alternative ways to get people downtown and circulated them around downtown once they are there, and at the same time, be more aspirational with the limited property available downtown rather than simply building parking structures.
- Recognition that there should be some balance between having parking available for visitors and increasing mobility options to relieve parking pressure.
- Discussion about the future of downtown and what will be attracting businesses and younger residents and where the City's investment should be made given such considerations.

- The City's current parking rates make the market unfeasible for private development to take on structured parking and also disincentivize people from taking transit and a general sense that the City should not be in the parking business in the future.

- **Waterfront Gateway Master Redevelopment Plan**

The City owns or indirectly controls one of the largest remaining undeveloped contiguous properties in downtown, located south of 6th Street and west of Columbia surrounding City Hall and the Hilton Hotel and Convention Center.

**Key Question:** *Given the strategic location of this undeveloped property and the impact any development could have downtown, should the City engage the City Center Redevelopment Authority (CCRA) in a "master developer" role for the Waterfront Gateway project?*

The City Manager outlined the [CCRA](#)'s authorities, as provided for in municipal code, noting that they are a group of individuals that have exceptional expertise in urban land development, real estate transactions and financing, but the way in which the City currently engages the CCRA and utilizes this experience is not taking full advantage of this resource.

### **Key Discussion Points**

- Council generally interested in engaging the CCRA in this way and further utilizing the board more fully, but recognition that the City needs to work closely with the CCRA in educating them on the City's future intentions for them and gauge the current board members' interest and comfort level with that plan before making a final decision.
- Concerns expressed about the public's lack of awareness of what the CCRA is, what it does, and its relationship with the City. There is a need to better educate the community on the development authority before engaging the CCRA to take on such a role. Recognition that more fully utilizing a development authority is a part of Vancouver's evolution moving from a suburban community to a more urban community, and communicating to the public the complexities of developing an urban environment and the need for the CCRA's full engagement is part of that process.

- **Block 10**

In 2016, the City selected Gramor Development as a preferred developer for [Block 10](#) based upon a proposal that included a full scale grocer and up to 250 apartment housing units on the site. In the intervening time, negotiations with Gramor have not yet produced an acceptable agreement, and essential terms and commitments – such as the grocery component – have softened. In the meantime, new environmental factors have arisen, including the establishment of federal opportunity zone legislation, the advent of the Waterfront development, expected completion of the 4th tower at Vancouvercenter, and the evolution of the retail grocery sector. The City has also been approached by other developers in the meantime who have the ability and

interest in completing a large project at the site, likely without a grocery store, and who have investors eager to take advantage of the opportunity zone.

**Key Question:** *Given the environmental changes since the last Request for Proposals, should the City consider other options for Block 10?*

### Key Discussion Points

- Discussion about whether it's the City's place to dictate when and where a grocery store is built downtown or whether that should be left to the market. General recognition that the City's role should be more of an influencer and take policy-level actions, such as setting up an investment fund to subsidize grocery providers in the downtown area, rather than trying to force a grocery store in a specific location.
- Concerns about giving up on grocery at Block 10, given that the community asked the Council specifically for that amenity and discussion about what the City can offer or steps the Council can take to both bring in a viable community asset to that location while also incentivizing grocery services to locate downtown.

### • Library Square

A pilot project for the Local Infrastructure Financing Tool (LIFT) tax increment financing legislation in the mid-2000s, the Library Square project was envisioned to be an urban mixed use project including residential, office, retail and institutional (library) supported by structured parking funded substantially by the LIFT. To maximize the state tax credits, construction would need to begin in 2019. Since the Great Recession, the City has attempted to work with multiple developers and the property owner on plans to bring this project out of the ground. To date, none have been successful.

**Key Question:** *Should the City shift away from efforts to bring the Library Square project out of the ground as in some form generally consistent with the original vision in favor of "temporary" surface parking?*

### Key Discussion Points

- Acknowledgment that it is time to move forward with a more viable project for this site, while also somehow preserving the ability to enter into a development agreement for the site sometime in the future.
- Discussion about the negative impact of the uncertainty surrounding the I-5 bridge on developers' ability to invest at this location.

### • "Jefferson District" / Surplused Fire Station #1

The City has declared surplus old fire Station #1 on west Evergreen Boulevard near its terminus with Jefferson. A majority of the land around this intersection (and adjacent to Station #1) is under single ownership, which is

interested in working with the City on a master plan for conversion of the historic buildings in a mix of uses that preserves the industrial character of the area while introducing new employment based uses.

The options for disposition of this site include a direct negotiated sale, placing the property on the open market, or issuing a Request for Proposals/Qualifications for a potential developer.

***Key Question: Would the Council consider a negotiated sale with abutting property owners that secures a broader master plan for the adjacent holdings, including employment uses, affordable housing, parking, urban character, etc?***

### **Key Discussion Points**

- Discussion regarding how the potential Clark County Jail redevelopment project could impact the character of this area.
- Discussion about the potential risks involved with placing the property on the open market and the potential for losing any development cohesiveness and the possibility of completing a master plan, and discussion about the benefits of a master plan.
- Discussion about the potential and the ability for preserving integration of affordable housing in that area.
- Discussion about the potential vision and the opportunity for preserving the industrial character of the area and the proximity to and tie-in with the rest of downtown.

### **• Clark County Jail**

The County Council convened the [Correction Facility Advisory Commission](#) (CFAC) in 2018. The CFAC is a large group that includes a wide range of interests relevant to the correction system, including representatives from the City. The CFAC is charged with advising on the size, design, location and type of jail project.

***Key Question: Given the potential impact a redeveloped jail campus could have on downtown Vancouver and also the City's desire to engage the County on a number of projects and initiatives in the future, what extent is the City Council's interest in influencing the size, scope and location of the jail?***

### **Key Discussion Points**

- Concerns about whether an expanded jail at the current location fits with the future vision of the city and about the overall CFAC process.
- Concerns about the current master plan presented by the Sheriff's office prior to the convening of the CFAC and the potential such a project could have on negatively impacting investments and development of the surrounding neighborhood.

- Discussion regarding the viability of alternative locations or the potential for the current site to be developed with a greater focus on community and social services physically broken up into a number of buildings rather than as more of a campus-like setting.

*No Council consensus about this issue. Council will continue to consider its role in influencing this project as more information is provided out of the CFAC deliberations.*

#### **Council Consensus – Key Subarea Strategies:**

- ✓ **Confirmed:** Develop a parking strategy moving forward that “future proofs” the City’s investment in parking capacity through the use of technology, demand management approaches, transit and transportation options, and public/private partnerships to expand on- and off-street parking supply.
- ✓ **Confirmed:** Begin the process of engaging the CCRA board of directors in a master developer role for the Waterfront Gateway area.
- ✓ **Confirmed:** The City should consider other options for the development of Block 10, including potential development that would not include a grocery store, but continue to look for ways the City can incentivize grocery services downtown.
- ✓ **Confirmed:** The City should move forward with other, more viable options for developing the Library Square site.
- ✓ **Confirmed:** The City should work towards a negotiated sale of the surplus Fire Station #1 site with the owner of the surrounding land in order to secure a broader master plan of the area to ensure development proceeds in a manner consistent with the City’s vision for the future of that site.

## **12:20-12:45 p.m. City to City Exchange: Denver**

Presentation by Jill Brown, Assistant to the Mayor and City Manager

The City is sponsoring a City-to-City Leadership visit to Denver, Colorado from May 20-24, 2019. The participants invited to travel include the City Council and key City staff members, along with local leaders from the City’s advisory boards and commissions, Clark County, Port of Vancouver, CREDC, Greater Portland Inc., C-TRAN, WSDOT, ODOT, Metro, Vancouver Housing Authority, Council for the Homeless, the SW Washington Regional Transportation Council, Greater Vancouver Chamber of Commerce, Vancouver’s Downtown Association, the Community Foundation, Washington State University-Vancouver, and Clark College.

Through a series of peer-to-peer sessions, presentations and tours with Denver city staff, business and economic development organizations, the goal is to engage leadership across sectors in experiencing firsthand another regional from which they can learn about key issues facing our city and region; to inform participants about how

leaders and organizations in another metro area have achieved success on opportunities similar to those that exist for Vancouver; and to inspire cross-sector leadership to embrace the opportunity to realize a shared ambition to make Vancouver and even more exceptional city.

The strong civic agenda will focus on what Vancouver's leaders can learn about Denver and Vancouver to help the City fully realize strategic goals for the community.

Staff provided Council with the list of invited participants, travel information and a draft itinerary.

## 12:45-1:20 p.m. **Key Subarea Strategies (continued)**

*Presented by City Manager Eric Holmes*

### **THE HEIGHTS DISTRICT**

With the emergence of a preferred alternative for the [The Heights District and master redevelopment plan](#), this project will soon be shifting from a planning mode to an implementation mode. A key focus of 2019 will be to craft a successful implementation strategy and make initial investments in support of that.

#### ***Key Questions:***

***What range of options should the City consider as part of an implementation strategy for The Heights?***

- *A new public development authority like the CCRA?*
- *Issue a Request for Qualifications for a private master developer?*
- *Complete the work in-house?*

***What is the relative level of the City's commitment to major infrastructure (streets, parks, parking, etc.) investment (likely \$10s of millions) in support of the master plan?***

### **Key Discussion Points**

- Discussion about the differences between engaging a public development authority versus hiring a master developer. Recommendation that if a single developer is engaged to develop the entire site, the City should hire a master developer to manage implementation; if multiple developers are involved, it would make more sense to set up a development authority to coordinate all of the moving pieces.
- Concerns that the City does not have the capacity to do the work in-house.
- Discussion about how to ensure the space does not sit empty before it is built up, noting this will be a key implementation strategy for staff and the Council to continue to work through. Recognition that build out will take years to happen, but fringe / lower-density areas of the district will be easier to develop.
- Discussion about how to make the site visually attractive while sections remain vacant, including signage that outlines the future vision of the area to help residents continue to be engaged over time, and also the

potential for temporary uses like community gardens or a farmers market to activate the space while it is under development.

## **FOURTH PLAIN**

The city's ongoing efforts in support of realizing the vision for the Fourth Plain Corridor has resulted in establishing the Fourth Plain Forward initiative, supporting the opening of the BRT line, completing construction of Fire Station #2 and expanding multi-family tax abatements along the corridor. The combination of these efforts has increased the number of successful businesses in the Fourth Plain Corridor, expansion of cultural events and a significant increase in private development activity, with multiple projects under construction.

### **• Fourth Plain Commons / Navigation Center**

The city has identified a potential partnership with the Vancouver Housing Authority (VHA) to develop a mixed-use project (referred to as "Fourth Plain Commons") to serve as a center of community activity for Fourth Plain as well as an incubator for food entrepreneurs at the corner of Norris Road and Fourth Plain.

The day center occupies a fraction of the Navigation Center building. When it was acquired, the City anticipated the site to ultimately include a range of uses that support and benefit individuals experiencing homelessness as well as residents of the surrounding neighborhoods. There has been discussion whether a permanent shelter should also be contemplated as a use at the site, especially given the fact that a couple of funding opportunities through the VHA have come to light to develop new shelter capacity.

**Key Question (Fourth Plain Commons): Is there alignment with the Council, or concerns, regarding the general scope and location of the Fourth Plain Commons project at the Fourth Plain and Norris Road site?**

**Key Question (Navigation Center): Would Council consider establishing a permanent emergency overnight shelter at the Navigation Center site as part of the master use plan for the whole site?**

## **Key Discussion Points**

- Suggestion that the Navigation Center could be an ideal location to house the Fourth Plain Commons project as having a commercial kitchen at the site could change the community's interaction with the Navigation Center and make it more of a community asset, as was intended for the remainder of the building.
- Acknowledgment that future use planning of the Navigation Center will need to be much more inclusive of the surrounding neighborhoods and other stakeholders than the urgency surrounding the development of the day center had allowed.
- Discussion about the need for a permanent overnight shelter, especially for women and children, but also the need for severe weather emergency sheltering and recognition that the Navigation Center should play a role

in providing these options and should be incorporated into planning process for the Winter Hospitality Overflow program each year.

- Suggestion that future uses of the Navigation Center should also consider a health clinic that could be used by the community.
- Concerns expressed about adding uses to the Navigation Center too quickly, as there is a need to demonstrate success at the site with the day center in order to meet the City's commitment to the neighbors and build more trust before the City will be able to bring more assets into the neighborhood, but an acknowledgement that community assets must be a part of the Navigation Center in order to honor that commitment to the community.
- Concerns expressed about stable and reliable staffing for the Navigation Center, and acknowledgement that engaging VHA as a partner in providing additional services at the center could improve overall the onsite staffing resources.

- **Operations Center Replacement**

The current work program for the overall project contemplates design and construction documents this biennium, construction in 2021-22, and a move in 2023. The work program does not contemplate planning on redevelopment efforts until next biennium or later.

**Key Question:** Given the current location of the Operations Center is in the heart of the Fourth Plain corridor with the potential for catalytic redevelopment, **once a future site for the Operations Center is secured, should the City accelerate master planning for redevelopment of the current site to occur concurrent with the Operations Center replacement project?**

### **Key Discussion Points**

- Because this is in an opportunity zone, the City will likely have developers eager to redevelop this site as soon as possible, and the City will want to have a master plan ready to go as soon as the site is ready for development.
- It would be preferred to demolish the current buildings on the site as soon as possible and put in a temporary use that better activates the site for the surrounding neighborhood until permanent development occurs.

### **UPDATES ON OTHER EMERGING DISTRICTS**

- **Lower Grand Employment Area (LGEA)**

The acceleration of development in this district with the Convene Office Park reinforces the goals of the LGEA, and the City was recently awarded grants from the Department of Ecology to design and build infrastructure in the industrial area north of Grand Central. In addition, Home Depot is expected to go

through the permitting process to build two additional buildings adjacent to the company's existing office building at this site – one additional office building and one services building that might include restaurants and other services.

- **Section 30**

The Section 30 subarea plan was originally adopted in 2009. Because of the historic complexities in ownership and the state of mining in the section, redevelopment of the area has been thought to be well into the future. However, recent informal interest, fueled in part by the City's priority investment in SE 1st Street, suggests that reclamation and redevelopment of this area, consistent with the original vision as an employment center and similar to the concept of Columbia Tech Center, may occur sooner than anticipated.

**Council Consensus – Key Subarea Strategies (continued):**

- ✓ **Confirmed:** Once implementation of a master plan begins, carefully stage The Heights District area with temporary uses and visual elements while the site is undergoing development in order to activate any vacant spaces until full build-out is complete.
- ✓ **Confirmed:** The Fourth Plain Commons project can continue to be planned for the Norris Road location at the scope currently contemplated.
- ✓ **Confirmed:** Future use planning for the Navigation Center should include consideration of permanent, overnight sheltering, focusing on services for women and children, and also must include broader community assets and amenities beyond resources for people experiencing homelessness.
- ✓ **Confirmed:** Ensure the Navigation Center is a part of the Winter Hospitality Overflow network, at a minimum in preparation for next winter.
- ✓ **Confirmed:** The planning process for future uses of the Navigation Center should not be rushed and should be an inclusive and deliberate process that incorporates the surrounding neighbors and businesses.
- ✓ **Confirmed:** Begin master planning for redevelopment of the current Operations Center site concurrently with the Operations Center replacement project once a future site is secured.

1:20-2:00 p.m.

## Key Programs & Policy Initiatives

*Presented by City Manager Eric Holmes*

Mr. Holmes provided the context for a number of ongoing or new programs and policy initiatives for 2019 and presented key questions for the Council's consideration.

## **HOMELESSNESS**

Over the last biennium, Vancouver has stepped into a much more significant role in addressing homelessness. In addition, there are multiple philanthropic and faith-based organizations that are looking to invest in additional and expanded homeless services and facilities in Vancouver, some of which are interested in increasing capacity in order to re-establish a camping prohibition in the city. Finally, the Stronger Vancouver recommendation includes ongoing funding for a homeless outreach team, as well as services and facilities.

**Key Question:** Given the number of organizations interested in increasing facilities and services for people experiencing homelessness, if adequate additional shelter capacity and associated programs were established, **would the Council consider amendments to the existing camping ordinance to again prohibit camping in specific areas or citywide?**

### **Key Discussion Points**

- The intent of the camping ordinance was that if shelter beds are available, overnight camping would be prohibited, and confirmation that case law regarding this issue addresses the matter.
- Concerns about the lack of detail about what is being proposed for a shelter, concerns about the seeming lack of leadership or point person who is clearly in charge of the City's homeless services program and leading the City to a clear vision through best practices about what the City wishes to accomplish in this area.
- Discussion about the need for a defined strategy and proven results for improving the community relationships around the Navigation Center, as well as a more general vision and specific goals for which the City can advocate when it is working within the broader system of homelessness service providers.
- Discussion about a new homelessness coordinator position that the City will soon recruit for and how this person will be positioned within City staff and what their role will be in working internally and with outside agencies.
- Suggestion that shelter capacity is needed beyond everyday needs from a preparedness perspective, as the City needs to be prepared to house citizens who could be made homeless due to a natural disaster.

## **CULTURE, ARTS AND HERITAGE**

For the first time in decades, the City has dedicated resources to support establishing an arts, culture and heritage program. The resources in the current biennium are limited term but the Stronger Vancouver package includes permanent, ongoing dedicated funding.

### **• Arts and Innovation Campus**

In 2018, the Council ratified an [MOU](#) between the City, Vancouver School District and Fort Vancouver Regional Library District for development of a community campus on the former central library site. The campus is intended to include a K-5 school of Arts and Innovation, conversion of the current Library headquarters into a community arts facility, development of a performance venue (such as a performing arts center) and creative entrepreneurial space. The site is located in the Central Park neighborhood at the northern gateway to the

Historic Reserve, is on the future Mill Plain BRT line and presents an opportunity for development of a spectacular community asset.

**Key Question:** *In regards to prioritization of City resources, what level of involvement/commitment would the Council consider in support of the Arts and Innovation Campus?*

### Key Discussion Points

- Discussion about the need for a feasibility study of the proposed location and building before further Council guidance can be given.

## POLICIES

### • Transportation System Plan (TSP)

The TSP is the key policy strategy that guides the City's investment in our street system – the City's largest asset. It was last updated 15 years ago in May 2004. During this biennium, the City will finish an exhaustive review and update of the TSP that began with data gathering in the last biennium. The nature of transportation has changed in many ways since 2004: new technologies, increased congestion, additional transit and growth in modes alternative to the auto all contribute to changes in the way the city lives, and create opportunity for future investments in the city's assets.

**Key Question:** *Given the changing nature of transportation options and technology now and into the future, is the Council aligned with an approach that puts more emphasis on mobility (the ability to move or be moved freely and easily) over transportation (the action of transporting someone or something from one place to another)?*

**Key Question:** *Should the City allow dockless micro mobility vehicles (i.e. electric scooters) on our streets?*

### Key Discussion Points

- Concerns about the hazards to pedestrians and e-scooter users, as demonstrated in other communities, as well as the aesthetic issues involved with scooters being left on sidewalks and streets.
- Discussion about the need to plan for future generations' and tourists' interests in alternative mobility options for getting around the downtown area, as well as the inevitability that this will be a growing area of interest as people want to age in place. Discussion about the potential benefits such options could have.
- Interest in allowing such mobility options only if the City had the infrastructure to safely and adequately accommodate them, separate from existing sidewalks and streets.
- Suggestion that an advisory body is necessary to evaluate this matter further and collect more information on the pros and cons of these alternative transportation options before Council can make an informed decision.

- **Sustainability / Climate Action / Resilience Plan**

Council has expressed a desire to build on the [sustainability plan](#) work completed in the late 2000s (but never formally adopted) and establish a formal policy and plan relative to the impacts of human activity on our environment. In addition, credit rating agencies recently began advising that they will start to take the resilience planning in cities into account when doing ratings in the future.

A number of planning framework options exist to address this:

Sustainability plan: defines goals that foster environmental, community, and financial sustainability. These plans set goals that are particular to the organization in question.

Climate action plan: a comprehensive roadmap that outlines the specific activities that an agency will undertake to reduce greenhouse gas emissions.

Resilience plan: a plan to assure the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

**Key Question: Does the Council have an initial preference on planning framework to address policy objectives around this issue?**

### **Key Discussion Points**

- Discussion about the benefits of a larger, more inclusive and pragmatic plan that includes the City's resilience to natural disasters, community emergencies or financial stresses.
- Concerns expressed about adopting City policies related to climate change.

- **Commercial Corridors / Self-Storage Moratorium Update**

The City is undertaking a commercial corridors strategy to address land use, urban design and economic development goals along key commercial corridors throughout the city, such as Mill Plain, Fourth Plain, St Johns and Evergreen Blvd.

- **Housing Options & Visitable Design Update**

The City is taking a comprehensive look at the zoning code to expand options for housing development, both to facilitate a more compact urban form as well as contribute to more affordable housing choices; visitable design is an issue anticipated to be considered in the context of this effort. A Council workshop on this topic is scheduled for April.

### **Council Consensus – Key Programs & Policy Initiatives:**

- ✓ **Confirmed:** Council desires a high-level organizational discussion about a joint City-County system for addressing homelessness.
- ✓ **Confirmed:** Council expects there be a single point of leadership in the City organization for City homelessness programs but also as a liaison for the broader community system.
- ✓ **Confirmed:** Clarity is needed regarding the City's vision and goals in providing homelessness services
- ✓ **Confirmed:** Emphasis is needed on shifting the current perceptions about how the day center is operating and what the collateral implications are for the surrounding neighborhoods.
- ✓ **Confirmed:** A more complete feasibility analysis of the proposed Arts & Innovation Campus is needed before Council can make further decisions regarding the City's involvement with the project.
- ✓ **Confirmed:** More analysis by an advisory body is needed before deciding if the City should allow dockless micro mobility vehicles, like e-scooters.
- ✓ **Confirmed:** Pursue the development of a City resilience plan.

**2:20-3:15 p.m.**

## **Governance Options & Interstate 5**

*Presented by City Manager Eric Holmes*

Mr. Holmes introduced Council to a number of potential governance structures that may be dedicated to the support and success of a range of projects and programs the City has recently or is about to undertake.

### **GOVERNANCE OPTIONS**

- **Cultural Commission**

The City will be re-establishing a commission in 2019 to play a key role in implementation of city arts, culture and heritage programs. The current municipal code establishing a cultural commission (last updated 25 years ago) deserves a critical review, creating an opportunity for the City to explore different roles and structures for this commission, ranging from a narrowly scoped advisory role to the City Council to a public development authority that could own and operate arts and cultural facilities.

**Key Question: What are Council's initial thoughts regarding the roles and responsibilities of the cultural commission?**

## Key Discussion Points

- The success of an arts program will depend on a carefully curated group of people in this leadership role in the beginning. Discussion about recruiting for a panel of people with specific skills and expertise.
- Discussion about whether a commission or an arts authority similar to the CCRA is necessary, and a suggestion that if management of physical infrastructure is a part of this group's purview, an arts authority would be more appropriate.

### • Transportation/Mobility Commission

As the City's system of transportation and mobility – as well as administration of funding – becomes more complex, the Council has an opportunity to establish a new commission to focus on these issues. In addition, accelerated technology and market dynamics of a shared economy are and will continue to impact how transportation and mobility works in and influences cities.

With dedicated funding in place, key strategic policies adopted and the development of the TSP underway, 2019 would be an opportune year to establish such a commission. Doing so would need to take into account the relationship with the Planning Commission.

**Key Question:** *What is the City Council's appetite for establishing a commission focused on the City's transportation system?*

**Key Question:** *Would the Council consider a commission with a broader "mobility" (full range of mobility options & technology) charter over a more traditional Transportation Charter (multi-modal bike, pedestrian, transit, car)?*

## Key Discussion Points

- Discussion regarding the need to be cautious in how this body handles land use related to transportation and ensuring good coordination and integration with the Planning Commission's responsibilities.
- Discussion about the range of options related to such a body, including the option of designating a body other than the City Council to serve as the City's Transportation Benefit District. Suggestion that a holistic approach be taken with this topic.
- Recognition that the City's transportation and mobility systems and needs are at such a complex point, which will only become more so over time, and the Council needs a dedicated group that can focus on it and give them input and feedback.

### • Housing Commission

The recommendations from the Affordable Housing Task Force in 2016 included establishment of a Housing Advisory Commission. With the establishment of the Affordable Housing Fund as well as key policy efforts that are underway or in the pipeline, such a commission could be value added to the Council and community.

**Key Question: Does the Council want to establish a housing advisory commission?**

**Key Discussion Points**

- Discussion about what the specific purpose and work of this body would look like, including possibly evaluating Affordable Housing Fund and CDBG/HOME applications and multi-family housing tax abatement requests, developing policy tied to the recommendations of the Affordable Housing Task Force, and other possibilities.
- Aside from the practical policy evaluation such a body would bring, it could also foster further visioning efforts, such as bringing in leaders and experts to educate and inform the city in this topic.
- Concerns expressed about how all of these potential new advisory bodies will be staffed and a recognition that added staff capacity will be necessary.

• **Civil Service Commission**

The current Civil Service Commission, charged with overseeing the testing for recruitment and promotion in our public safety ranks is composed of 3 members. There is a potential to increase the Civil Service Commission to 5 members. In addition, some other jurisdictions in Washington call for one or more (but not a majority) of commission members to be union representatives.

**Key Question: Would the Council like to see a change to the Civil Service Commission size and composition?**

**Key Discussion Points:**

- Discussion regarding the benefit of expanding the number to avoid quorum issues.
- Discussion about the need for membership to be aware of best practices pertaining to the specific labor aspects of the topics this body oversees.

• **Aviation Advisory Committee Update**

The Aviation Advisory Committee was suspended in 2018 and is undergoing a restructuring in concert with introducing a new management structure of the airport.

**Key Discussion Points**

- Discussion about the financial stability and status of the airport and confirmation from staff that the airport is operating at a net profit but recognition that there are a number of capital needs.
- Discussion about opportunities for the new airport manager, once hired, to work closely with tenants to work toward improved maintenance and a long-term approach to the aesthetics and quality of the asset.

### **Council Consensus – Governance Options:**

- ✓ **Confirmed:** Establish an Arts Authority, with capacity and authority like the CCRA, appointing a slate of people as the initial members of this body by using a curated selection of those people.
- ✓ **Confirmed:** Establish a comprehensive mobility commission provided that its work is closely coordinated with the Planning Commission and other pertinent advisory bodies.
- ✓ **Confirmed:** Establish a housing commission that will serve a practical and policy development role, as well as being forward thinking and aspirational.
- ✓ **Confirmed:** Expand the Civil Service Commission to 5 members, with at least one member but not a majority of commissioners being a designated union member.

### **INTERSTATE 5**

There are a range of activities on Interstate 5, from the Value Pricing initiative in Oregon to the Mill Plain Interchange project to the prospective re-engagement of the bridge replacement project. The City has a stake in the outcomes of all of these initiatives.

**Key Question:** To what degree does the Council want the City to play an active/leadership role in these initiatives?

### **Key Discussion Points**

- Recognition that Vancouver has the most at stake when it comes to what happens with the bridge, and the entire I-5 corridor is vital to Vancouver's economy.
- Discussion about the City's ability to influence and limited control over what happens with the interstate but a recognition that the City can and should influence and control, to the extent possible, the messaging and leadership surrounding the issue in order for the City's interests to be represented and with the goal of a better outcome in regards to the bridge replacement.
- General support for a limited City position that would serve as a liaison with the WSDOT project office for the bridge replacement and also monitor and work with partner agencies on issues for the entire corridor.

### **Council Consensus – Interstate 5:**

- ✓ **Confirmed:** The City should exercise leadership and influence to the extent possible to ensure Vancouver's interests are represented and championed in regards to Interstate 5. This includes support for considering a dedicated staff position to monitor such activities.

3:15-3:50 p.m.

## A Stronger Vancouver Recommendation & Process

*Presented by City Manager Eric Holmes*

After nearly two years and 17 meetings, the Stronger Vancouver Executive Sponsors Council arrived at a consensus recommendation on February 22. While the details of the final recommendation and report are being finalized over the next few weeks, the general recommendation framework is as follows:

- A total service package focused on projects and programs that support a Vision for Vancouver that reflects increased Economic Vitality, improved Public Safety and enhanced Parks & Recreation.
- A revenue package that relies roughly one-third each on property tax, business tax and a collection of other taxes and revenues.

### Key Discussion Points

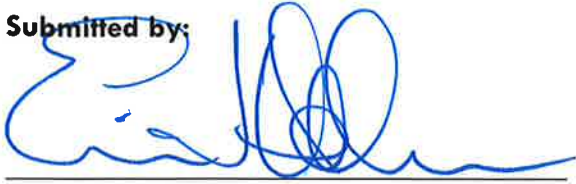
- Discussion about ensuring that the final package addresses equity issues in the city and communicating how that is accomplished to the community.
- Overview of the details of the operating and capital projects and the revenue package, as well as the timeline for Council review and adoption and a recommended phased implementation approach.
- Discussion about whether the recommendations will ensure long-term financial sustainability or whether the City could be facing a deficit again in 10 years; general acknowledgement that there is no assurance of stability given the ever-changing environment within which the City must operate, but passage of the Stronger Vancouver recommendations will decrease the likelihood of a financial crisis.
- Concerns about the importance of a deliberate and strategic communications plan surrounding the final recommendations and eventual implementation and a recognition that communicating this must be done right and done well if the initiative is to succeed. Recommendation that the City hire a communications strategist to advise on this and other ongoing and future initiatives.

### Council Consensus – A Stronger Vancouver

- ✓ **Confirmed:** Support for the hiring of a communications strategist to advise the City in how best to strategically communicate about the Stronger Vancouver initiative, and other key City programs and policies, in order to increase the likelihood of success.

**ADJOURNMENT:** 3:56 p.m.

Submitted by:

A blue ink handwritten signature, appearing to be "Eric Holmes", written over a horizontal line.

Eric Holmes, City Manager

Approved March 25, 2019:

A blue ink handwritten signature, appearing to be "Anne McEnery-Ogle", written over a horizontal line.

Anne McEnery-Ogle, Mayor